



# Integrated Land Use & Transit The Charlotte Story

**Presented by**

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**Atlanta Region Intercity Visit**

**March 27, 2008**

- **1977** Long Range Transit Plan – “transitways” in corridors
- **1988** Independence Blvd HOV Lane Plan
- **1989** Transit Corridor Study – high capacity transit in eight corridors
- **1994** Transitional Analysis

## **Composition**

- 100+ members from Mecklenburg County and 5 adjacent counties
- Included elected officials and business community reps

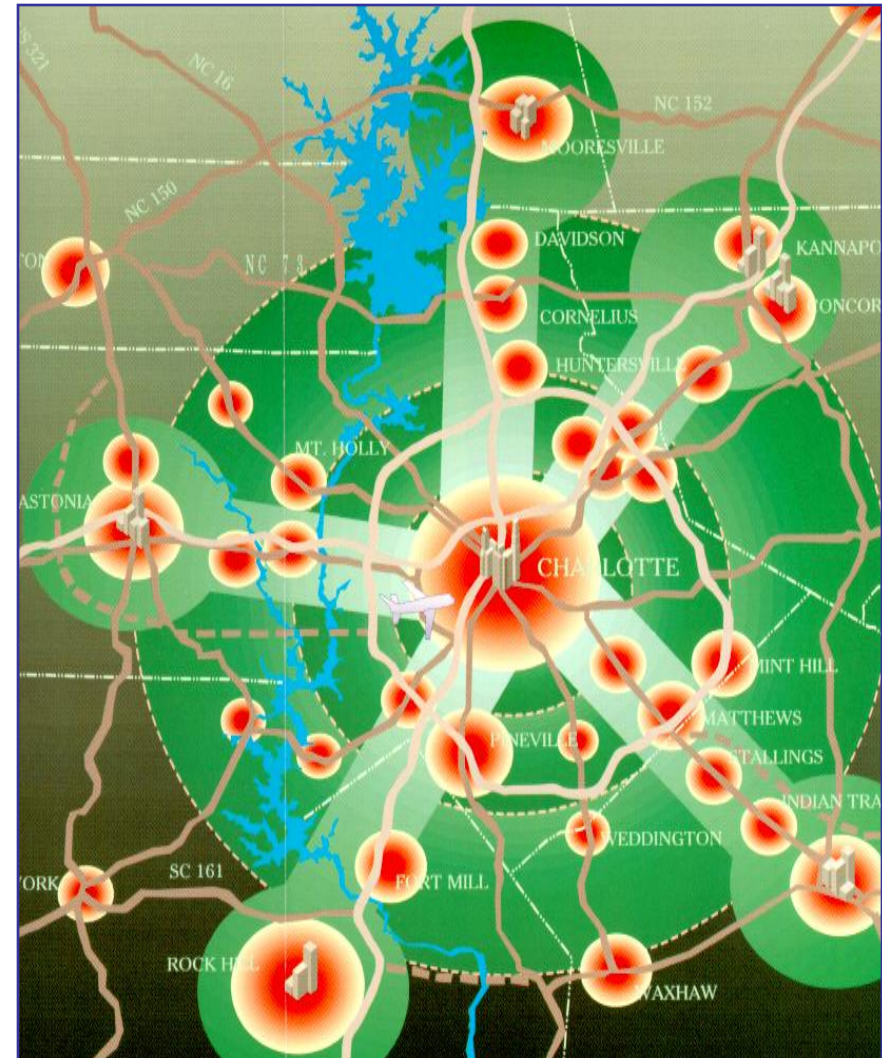
## **Charge**

- Develop Community Consensus on Vision for Land Use and Transportation
- Define Major Revenue Sources
- Determine Organizations Structure

# Committee of 100

## Land Use and Quality of Life

- Long-term growth management strategies for Charlotte-Mecklenburg
- Five primary transportation and development corridors
- Transform unfocused development patterns in corridors and wedges to compact mixed-use development along corridors and in station areas



- Improve Express, Local and Regional Bus Service over next 3-5 years
- Improve and Expand Bus Service as Primary Short-Range and Long-Range Solutions
- Plan and Execute High Capacity Transit to Meet Long-Range Needs

## **Create Regional Planning/Coordination Office at Centralina Council of Governments (funded on per capita basis)**

- Office plans/coordinates regional transit/high capacity transit
- State DOTs constructs roads
- Local governments implement local and express bus service improvements

- **Seek Enabling Legislation for up to 1% Sales Tax Authorized Locally**
- **Revenues Generated by Each County Must be Spent in that County**
- **Local Autonomy in Project Selection**

## **Other Funding Options Considered**

- Vehicle Transfer Fee
- Rental Car Tax
- Local Gas Tax
- Sin Taxes
- Land Transfer Fee



## **Least Objectionable form of Tax/Fee**

- Ease of Collection
- Generates Significant Amount of Revenue
- Applies to All
- Generates Revenue from adjacent Counties
- Grows with inflation

- Adopted by all Ring Cities
- Sales Tax implemented by South Carolina
- York County funding Highway Projects and Transit Studies with new Tax
- So What Happened on the North Carolina Side?

GOOD LUCK!  
-KEVIN IERS



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## **Composition**

- Chair of Committee of 100
- 2 Charlotte City Council members
- Area representatives on NCBOT
- Several key business leaders

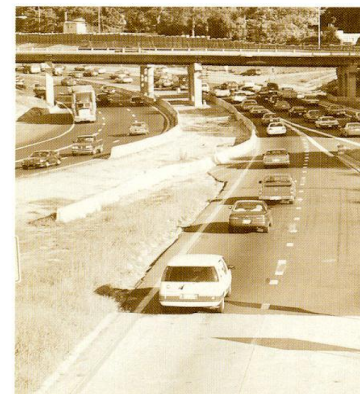
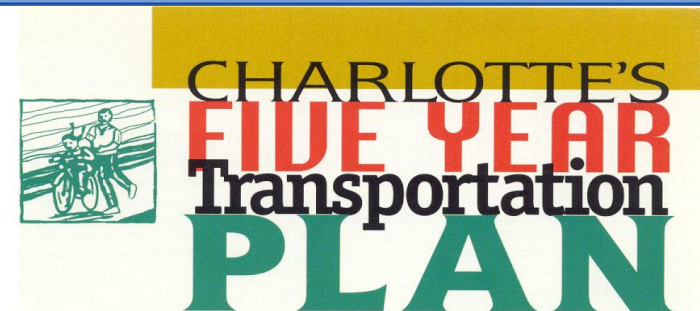
## **Charge**

- Review and Reaffirm/Revise Recommendations of “Committee of 100”
- Determine Which Recommendations are Most Feasible and Develop Strategy for Implementation
- Collaborate with State’s Transit 2001 Commission to Address Charlotte’s Needs Through Their Proposals



# Committee of 10 Results

- 5 Year Transportation Plan
- Support for “Local Option” Revenue Sources for Transit Improvements
- Led to Enabling Legislation for ½ Cent Local Option Sales Tax



## Giving You More Options Than Ever

As Charlotte continues to grow, easy and convenient transportation is essential for maintaining our City's distinctive character. The Charlotte City Council has approved a five-year transportation plan designed to respond to traffic congestion and pollution while providing more options for buses, carpools, and other alternatives to cars. Funding for the plan is still being determined.

To create the five-year plan, City Department of Transportation officials surveyed hundreds of local citizens, including neighborhood group representatives, community leaders, transit riders, employers, and the general public.

They also incorporated ideas from seven commissioned studies by national experts. These studies looked at the issues and opportunities the City faces as it constructs a transportation system for the future. What is done now to improve transportation will influence Charlotte for generations to come.

## The Next Step

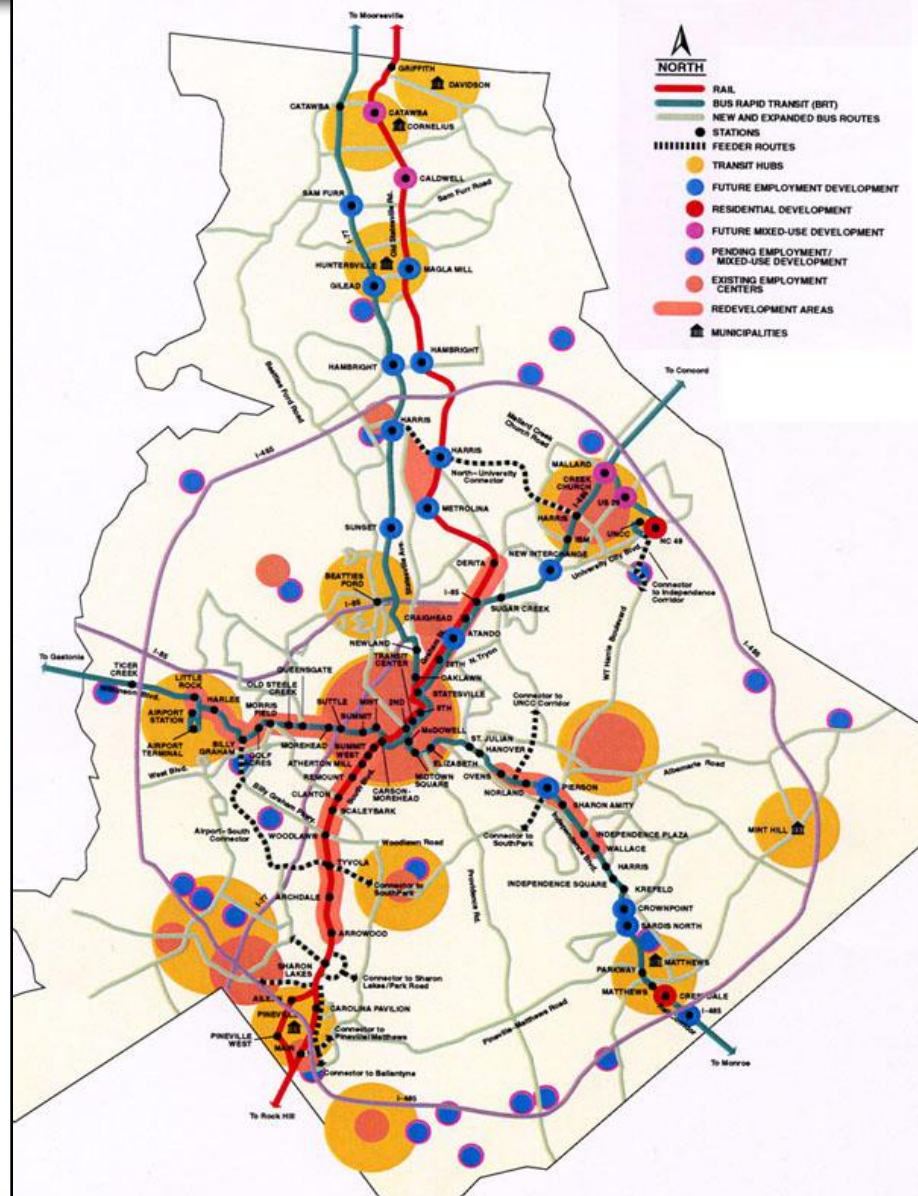
Learning from the experiences of older metropolitan areas, Charlotte is at a critical juncture on its way to becoming a major city. This five-year plan will allow Charlotte to meet its short-term transportation needs. With the population expected to reach 815,000 in Mecklenburg County by 2015, it will be essential for neighborhood groups, employers, community leaders, transit riders, and the general public to continue building on this plan. By re-thinking a traditional "roads-first" approach, Charlotte will foster a varied transportation system that will promote its economic, social, and environmental well-being.



# 2025 Integrated Transit Land Use Plan

## Goals

- Support Centers and Corridors Land Use Vision
- Provide Choices in Mode of Travel
- Develop a Regional Transit System
- Support Economic Growth and Sustainable Development



# Success in 1998!

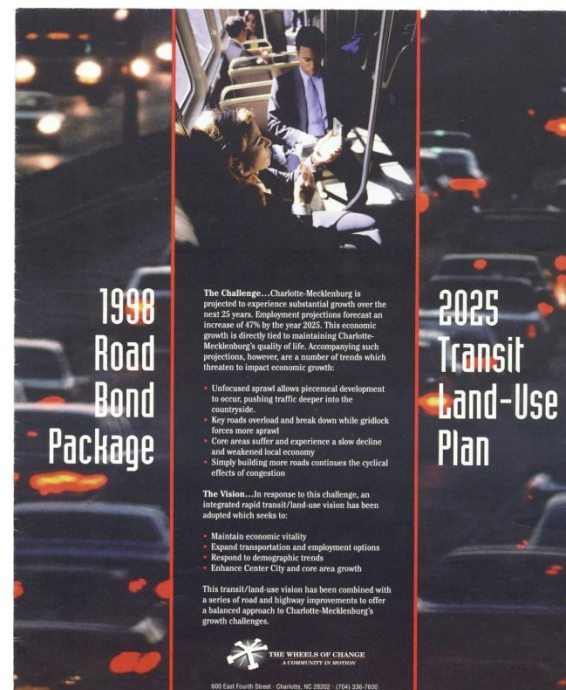
- Voter referendum on ½ percent sales use tax for public transportation on November 1998 ballot
- Promoted by Chamber and paired with \$100 million Road Bond
- Sales tax approved 58% to 42%

## 2025 Integrated Transit/Land-Use Plan



For Charlotte-Mecklenburg

Final Report October 1998







# **Transit Governance Interlocal Agreement (1999)**

## **Governance Structure Characteristics**

- **8 equal votes amongst 8 Mecklenburg County jurisdictions**
  - 1 vote each on the MTC
- **Ex officio involvement of surrounding jurisdictions and State DOT's**
- **Chair rotation between Charlotte Mayor and Mecklenburg County Board of Commission Chair**
- **City Administration of transit system:**
  - CATS is a City department
  - CEO reports to the City Manager
  - Administration under City policies
  - City Council approves contracting actions
- **City Council and Board of County Commissioners must approve annual transit program/budget**



- **Public Transit System Governing Board**

- Provides policy direction for system development and operation
- Oversees management activities

- **MTC Composition – 23 members**

- 16 from Mecklenburg County
- 5 ex-officio from 5 surrounding counties
- 1 NCDOT (ex-officio)
- 1 SCDOT (ex-officio)

- **Citizen Advisory Committees**

- CTAG (planning and finances)
- TSAC (service delivery)

- **Governance Structure Review in 2004**



## **Pre - 1999**

- Bus system operated by City DOT

## **1999**

- Signing of Interlocal Agreement
- Creation of Metropolitan Transit Commission (MTC)
- Transit Department created within City (November)
- Ron Tober hired as Public Transit Director

## **2000**

- Charlotte Area Transit System (CATS) created

## **1999**

- South Corridor Major Investment Study (MIS) begins

## **2000**

- Completion of South Corridor MIS and final selection of Light Rail Transit (LRT)
- Major Investment Studies begin in four remaining corridors
- Preliminary Engineering of South Corridor LRT (November)



## Light Rail Transit (LRT)

- Primarily in exclusive guideways but can operate in-street with mixed traffic
- Powered by overhead wire
- High-capacity, low-floor vehicle



## Bus Rapid Transit (BRT)

- Can operate on exclusive guideways but has flexibility to leave guideway and directly serve customers
- Lower capital cost
- High-capacity, low-floor vehicle



## Streetcar

- Typically in-street operation with mixed traffic
- Powered by overhead wire
- Mid-capacity, low-floor vehicle



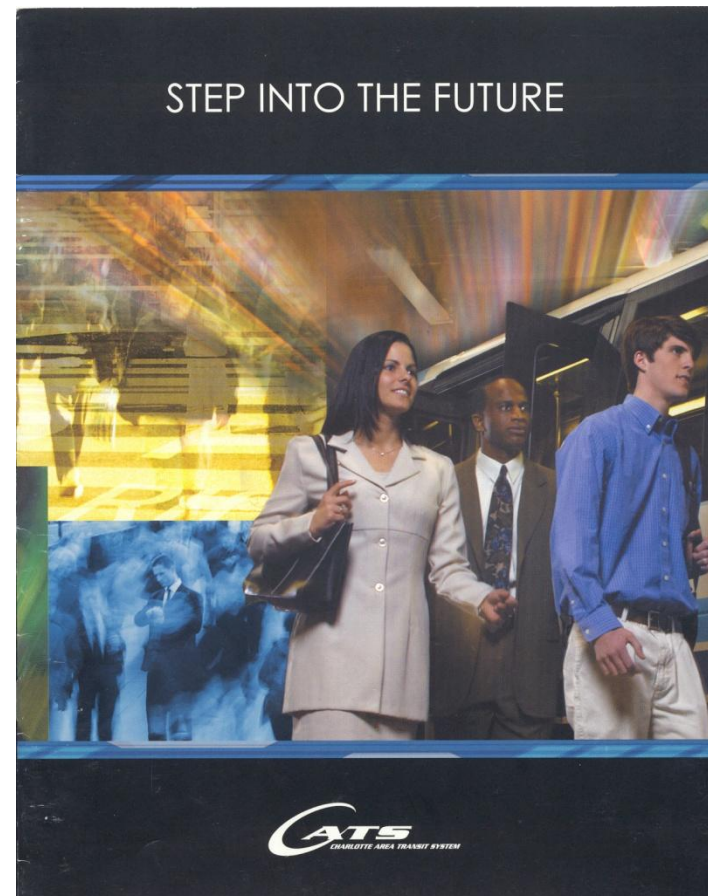


- Commuter Rail
  - Connects suburban towns to Central Business District
  - Non-electric: Uses diesel locomotives and conventional rail cars
  - No overhead catenary wires
  - Service focused on rush-hour commute
  - Shares tracks with freight trains
  - Stations 1-3 miles apart



## 2002

- **South Corridor LRT receives “highly recommended” rating from FTA**
- **Corridor Major Investment Studies completed**
  - Staff recommends 2025 System Plan
  - MTC adopts System Plan with amendments
- **South Corridor Preliminary Engineering completed and DEIS issued**



- **One size does not fit all [i.e.; one technology does not fit all corridors]**
- Factors in Technology Recommendation included:
  - Ability to attract federal/state funding
  - Corridor environment
  - Ability to assemble right of way
  - Leveraging of other capital investments





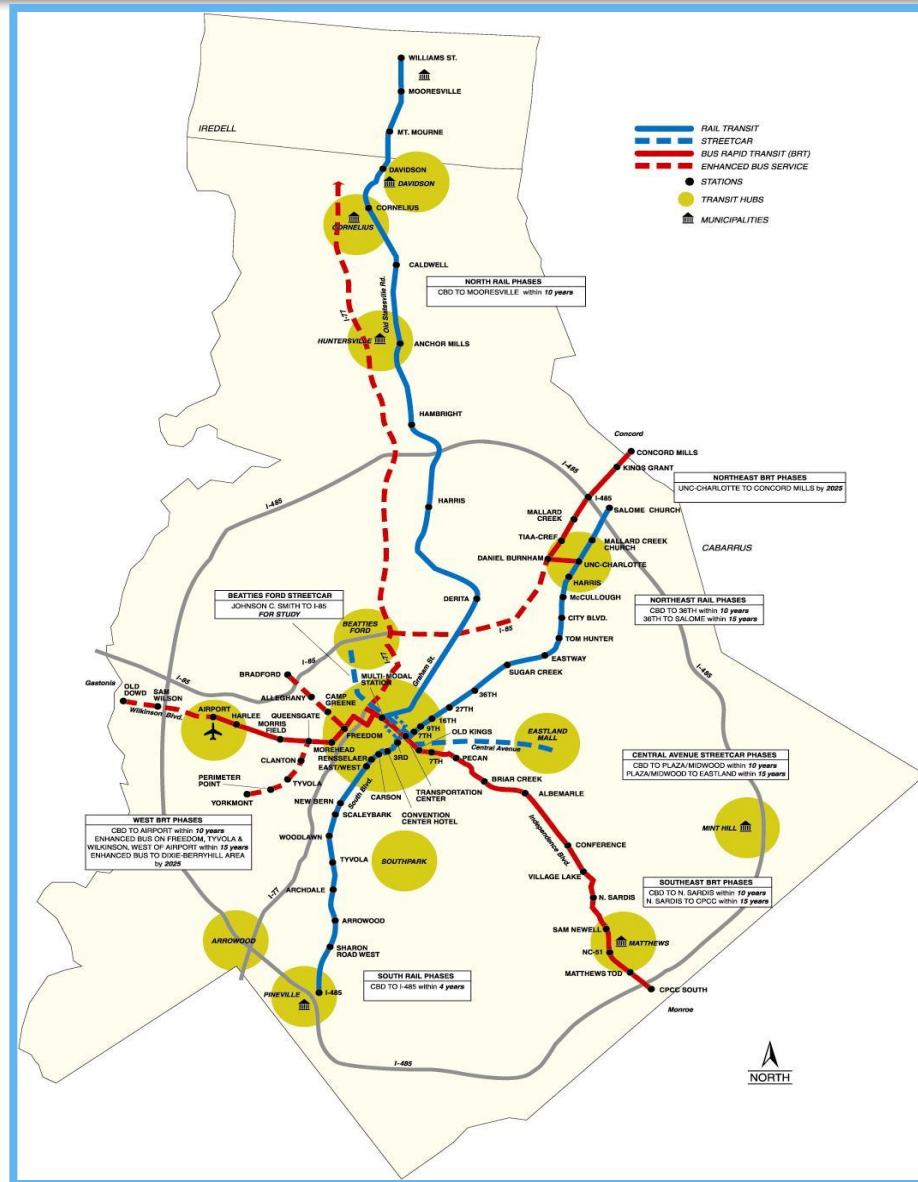




# Business Committee for Regional Transportation Solutions (BCRTS)

- Business community supportive of transit
- Sponsored five ULI Panels over 2 years
- Five primary corridors studied
- Regional and corridor specific recommendations

- Serves 205,000 – 215,000 daily transit riders by 2025
- 28 miles of BRT guideway
- 21 miles of LRT
- 11 miles of streetcar
- 29 miles of commuter rail
- Extensive network of bus and other types of transit services throughout the region



# Importance of Advancing the System Plan

- **Mobility needs exist now in each corridor**
- **Land use actions require identification of station locations and guideway alignments**
- **Political commitments, local support and regional development plans require advancing Plan elements in all five corridors/Center City**
- **All corridors will get improvements as part of the initial implementation phase**

# Implementation Plan

Corridor	First 10 yrs. (to 2012)	First 15 yrs. (to 2017)	By 2025
South	<ul style="list-style-type: none"> <li>• LRT to I-485</li> </ul>		
North	<ul style="list-style-type: none"> <li>• Commuter rail to Mooresville</li> <li>• Enhanced bus services on I-77 HOV lanes</li> </ul>		
Northeast	<ul style="list-style-type: none"> <li>• LRT to 36<sup>th</sup> St. (NoDa)</li> </ul>	<ul style="list-style-type: none"> <li>• LRT to I-485</li> </ul>	<ul style="list-style-type: none"> <li>• BRT / enhanced bus to University Research Park Area</li> </ul>
Southeast	<ul style="list-style-type: none"> <li>• BRT to N. Sardis station</li> <li>• Central Ave. streetcar to Plaza / Midwood</li> </ul>	<ul style="list-style-type: none"> <li>• BRT to I-485</li> <li>• Streetcar to Eastland Mall</li> </ul>	
West	<ul style="list-style-type: none"> <li>• BRT to Charlotte Douglas Int'l Airport</li> <li>• Beginning of enhanced bus along Freedom Dr. and Tyvola Rd.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced bus on Tyvola Rd.</li> <li>• Enhanced bus on Freedom Dr.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced bus on Wilkinson Blvd. west of airport</li> </ul>
Center City	<ul style="list-style-type: none"> <li>• Trade Street facilities and streetscape</li> <li>• Trade Street Streetcar</li> <li>• West Trade Multi-Modal Station</li> <li>• Transportation Center improvements</li> <li>• Beatties Ford Road Streetcar</li> </ul>		<ul style="list-style-type: none"> <li>• Center City streetcar loop</li> </ul>

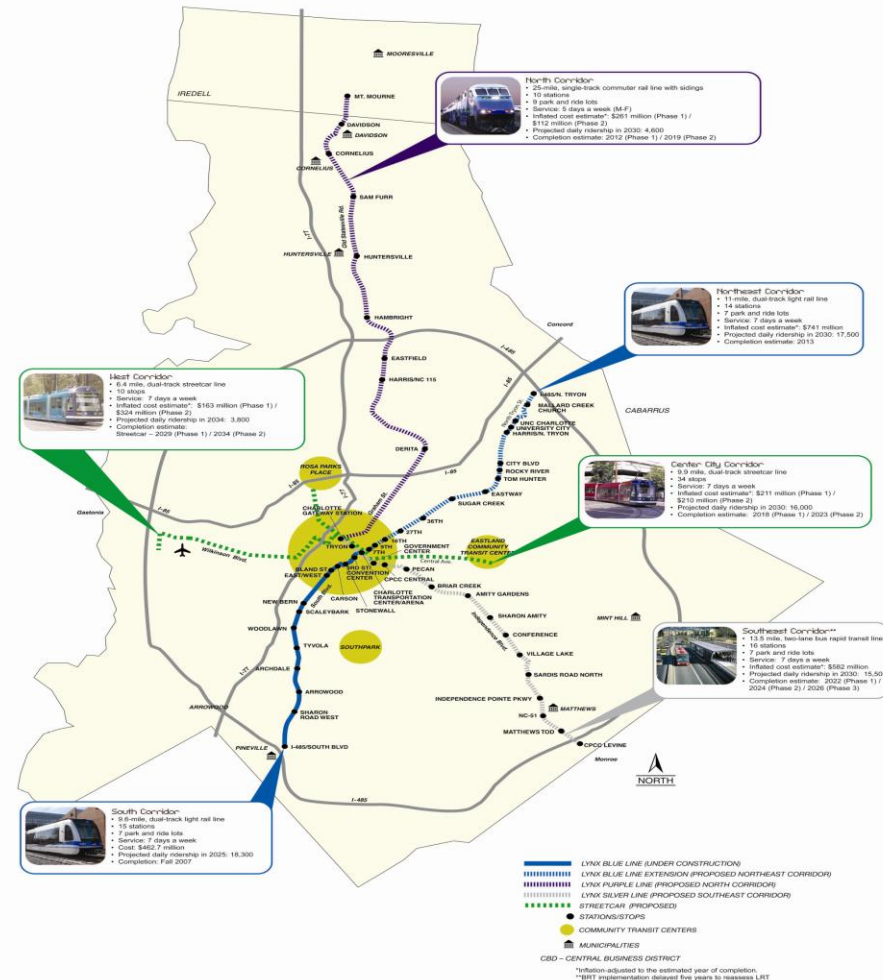
- 2002:** Adopted 2025 Transit Corridor System Plan
- 2001-2005:** Local jurisdictions adopted transit oriented land use and zoning practices
- 2003-2004:** Negotiations with FTA to advance 2002 Plan; MOU signed June 2004
- 2004-2006:** Conceptual engineering and environmental studies conducted on Corridors
- Conceptual Engineering advanced & Cost Estimates Developed
  - Adoption of Locally Preferred Alternatives in each Corridor
  - Preparation of draft environmental documents

# System Plan Principles

- Land Use
  - Transit Support the Centers & Corridors Vision
- Mobility & Operations
  - Support both corridor and system needs
  - Serve priority travel markets
  - Relate to the overall transportation system
  - Integrate corridors in Center City
- Environment
  - Improve quality of life
  - Promote air quality goals
  - Minimize adverse impacts
- Financial
  - Achievable within reasonable timeframe
  - Able to sustain operations, maintenance, and construction

- 14 miles of BRT
- 21 miles of LRT
- 16 miles of streetcar
- 25 miles of commuter rail
- Expanded network of buses and other transit services

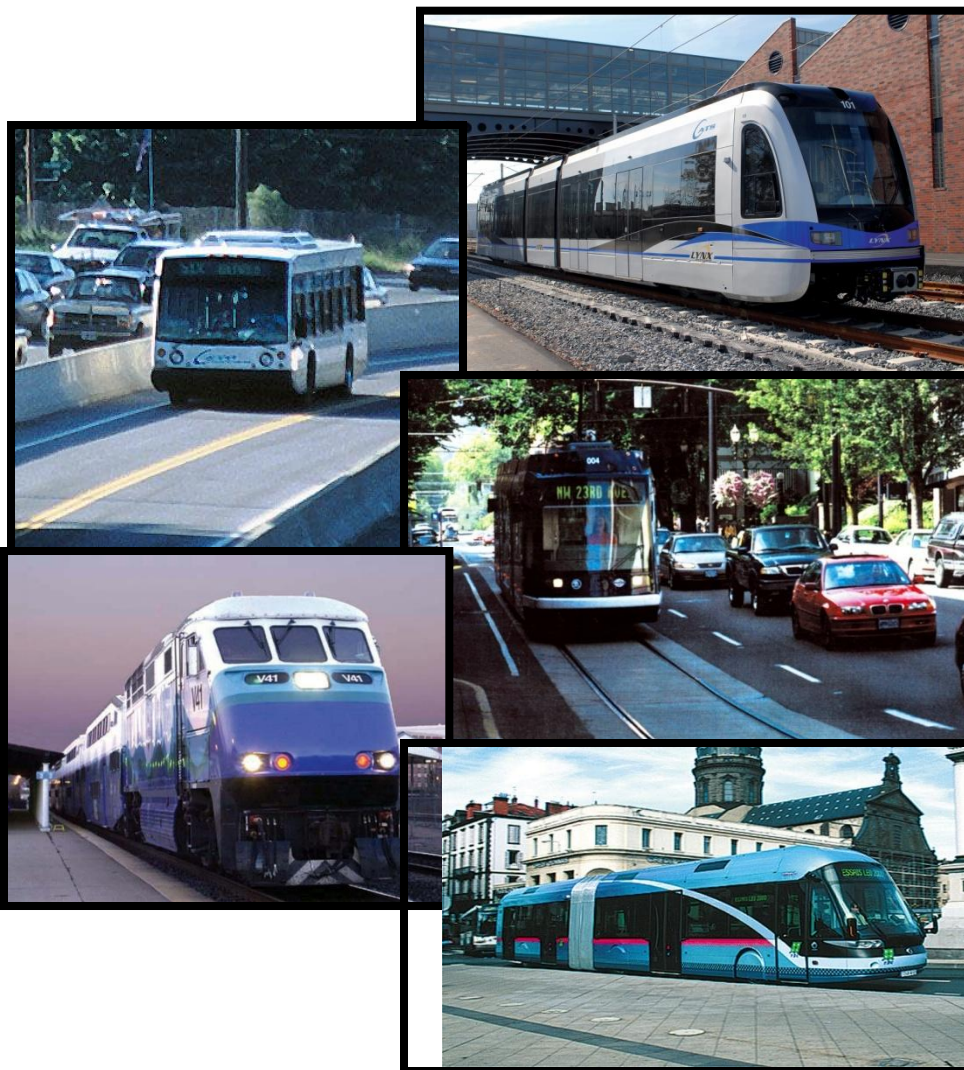
## The 2030 System Plan





# 2030 Transit Plan Characteristics

- System ridership: 52M
- Bus fleet
  - 463 buses
  - 153 paratransit vehicles
  - 3 bus garages
- Rail fleet
  - 67 rail cars (or more)\*
  - 3 shops and 4 yards
- 55 rapid transit stations
- 44 streetcar stops
- 31 park and ride lots



\* Assumes BRT on SE corridor. Rail fleet would increase if rail technology is ultimately selected for SE corridor



# Implementation Plan

## Attachment B

### 2030 Corridor System Plan Implementation Plan

CORRIDORS	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
South	c																												
North - Phase I	Design		Const.				\$ 261.2																						
North - Phase II										Design	Const.			\$ 111.9															
Northeast	Design			Const.			\$ 740.5																						
Southeast - Phase I (CGS to Conference Sta)	ROW	\$ 3.2		Busway		\$ 32.2					Design	Const.		\$ 176.8															
Southeast - Phase II (Conf. Sta to Sardis Sta)											Design	Const.		\$ 174.7															
Southeast - Phase III (Sardis to CPCC/Levine)													Design	Const.		\$ 230.9													
Streetcar - Phase I (Rosa Parks to Presby.)								Design	Const.				\$ 210.6																
Streetcar - Phase II (Presby to Eastland)													Design	Const.		\$ 209.8													
West Corridor - Enhanced Bus		Wilkinson		West		Freedom		\$ 12.7																					
West Corridor - Phase I (CGS to Ashley)																	Design	Const.		\$ 163.1									
West Corridor - Phase II (Ashley to CLT)																							Design	Const.		\$ 324.1			

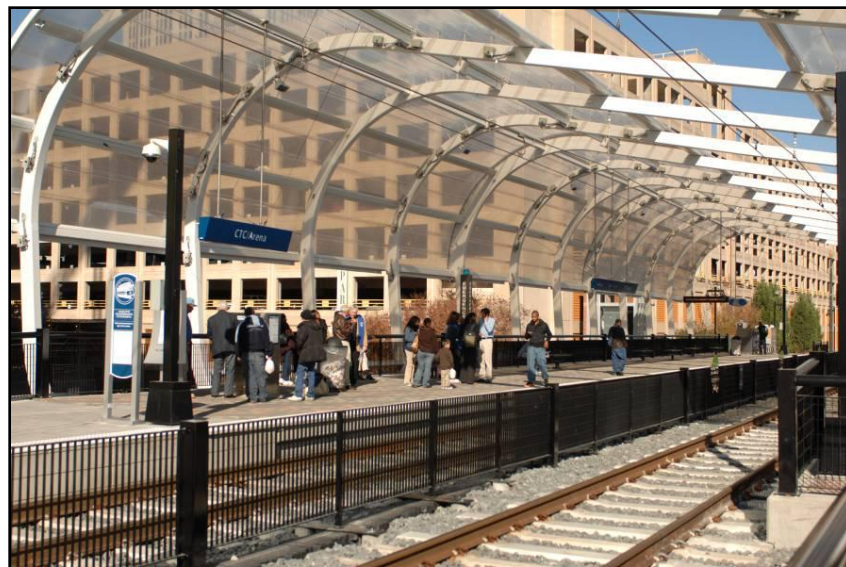
CATS 11-9-06

- **Investing in five corridor multi-modal rapid transit system paralleling major state highways and Interstates**
- **Long term investment for 50-100 years to help sustain economic growth and protect environmental quality**
- **Transit planning integrated with local land use planning to help concentrate growth and constrain VMT increases**
- **Strategy will help reduce roadway investment costs in the future**

# LYNX Blue Line

# LYNX Blue Line Characteristics

- **Opened November 24, 2007**
- **Uptown Charlotte to I-485**
  - 9.6 miles
- **15 stations (7 park & rides)**
- **Operates seven days a week from 5:00 a.m. to 1:00 a.m.**
- **Service frequency**
  - Rush hour: 7.5 minutes
  - Non-rush hour: 15 minutes
- **Bus/rail integration serves the Blue Line directly:**
  - 20 new and modified routes



- **LYNX Blue Line ridership averaging 12,000 daily trips**
  - Original projection: 9,100 by the end of the first year
  - Vehicles often at capacity
  - Some Park & Ride lots at/ near capacity
- **Special Events**
- **Exemplary Operations**





- **76% increase since 1998**
- **YTD system Ridership up 9.7%**
- **January system Ridership is up 18.1% compared to last year**
- **LYNX Blue Line ridership averaging 12,000 daily trips (up 33% from estimates)**

# Development Along the LYNX Blue Line

# New Bern Station 3030 South

## Before



## After



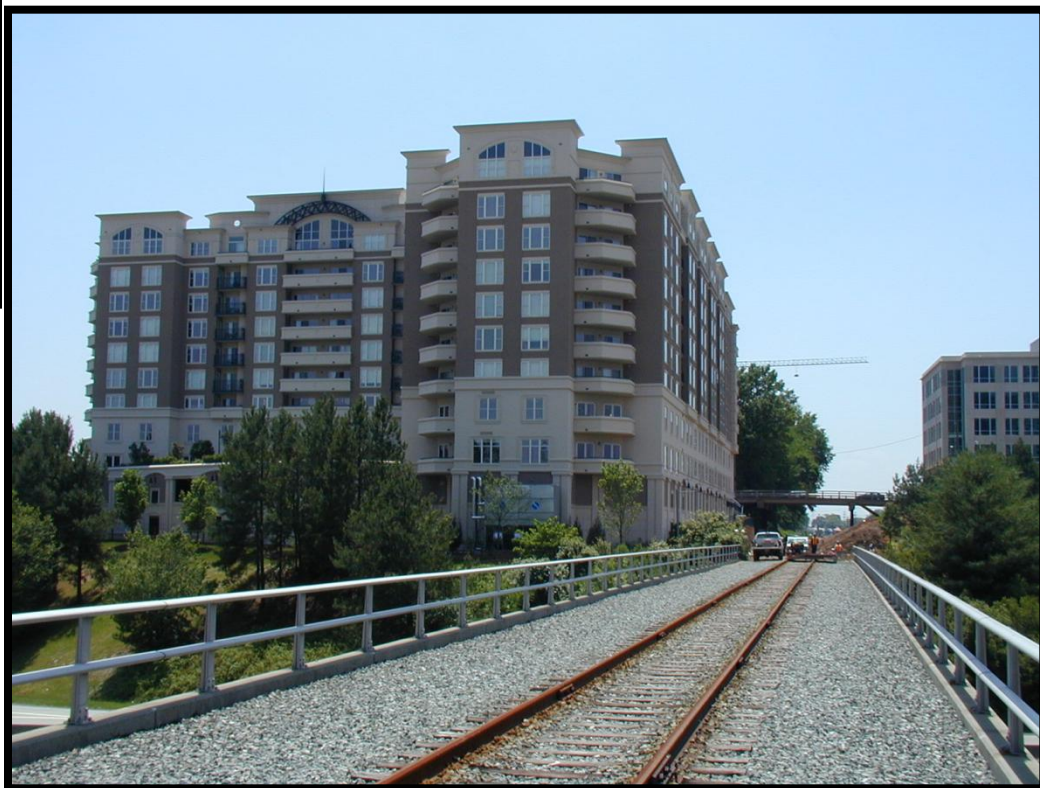
- 120 Residential Live/Work Units
- Adjacent to New Bern Station
- 1<sup>st</sup> TOD outside of SouthEnd
- Approx. \$23M

## Before



- 266 Residential Units
- Approx. 70,000 sf commercial
- 465 Parking Spaces
- \$70M Project Cost

## After





# The Ashton East/West Station Area

## Under Construction



- Approx. 3 acres
- 310 Rental Units
- Approx. \$80M
- 120 DUA



# The Spectrum East/West Station Area

## Under Construction



- Approx. 5 acres
- 320 Rental Units
- Approx. \$45M
- 65 DUA



**Hawkins Street Apartments • Charlotte, NC**  
 Rendering of North Elevation at Leasing Area  
 The Morgan Group • Houston, TX  
 01.06094.00  
 February 19, 2007  
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# Atlantic Realty East/West Station Area



Under Construction

- Approx. 4 acres
- 300 Rental Units
- Approx. \$35M
- 75 DUA





# Broad Street Partners - Tradition at New Bern Station

## Under Construction



14702120 005

- Approx. 5 acres
- 285 Rental Units
- Approx. \$45M
- 57 DUA



# The Millenium Bland Street Station Area

## Under Construction



12303201 001

- Approx. 3 acres
- 270 Rental Units
- Approx. \$40M
- 90 DUA





# Crescent Resources Bland Street Station Area

## Under Construction



SOUTH BOULEVARD ELEVATION



BLAND STREET ELEVATION



LIGHT RAIL LINE ELEVATION

- Approx. 5 acres
- 360 Rental Units
- 9,000 sf Commercial
- Approx. \$50M
- 72 DUA

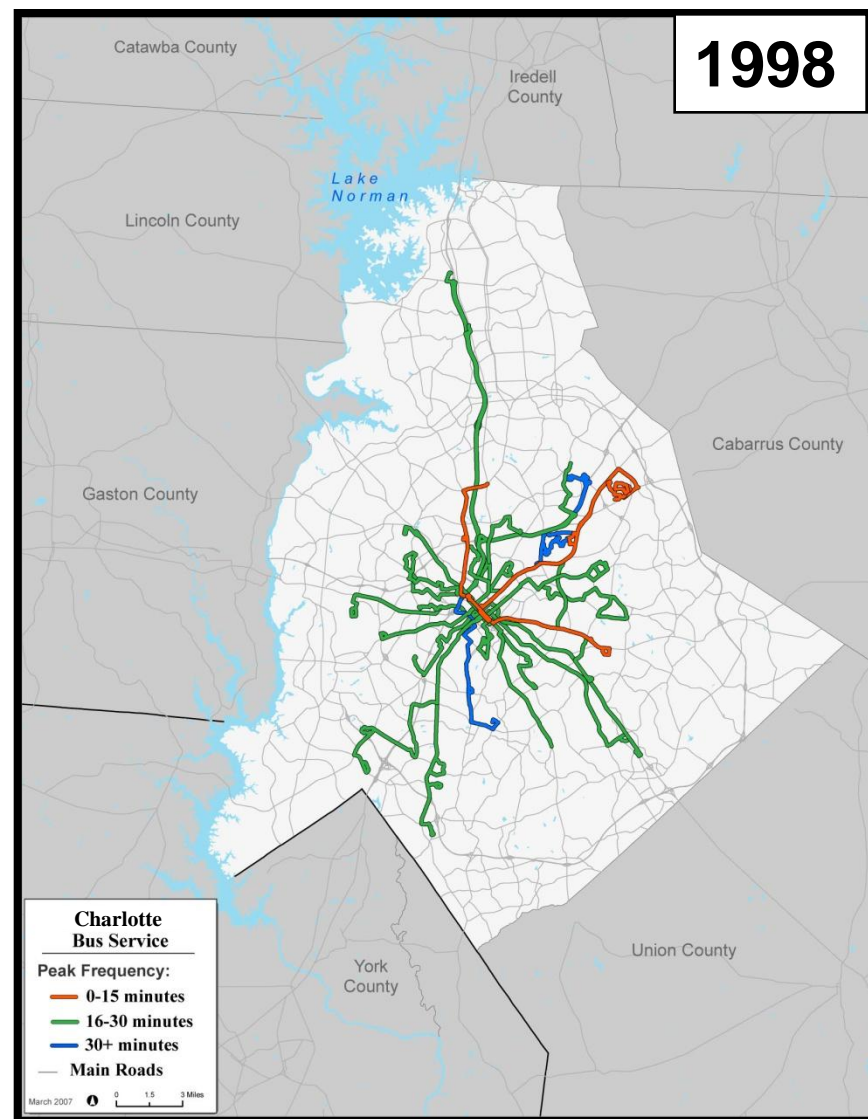


# Taxes Generated from South Corridor Development

- **Projected New Tax Revenue**
  - \$1.8 B Projected Investment (2005-2011)
  - Tax Revenue: \$24.1M Annually
    - City Tax Revenue: \$ 8.5M Annually
    - County Tax Revenue: \$15.6M Annually
- **South Corridor land parcel values increased 52% from 2000-2007 while rest of city increased 40%**

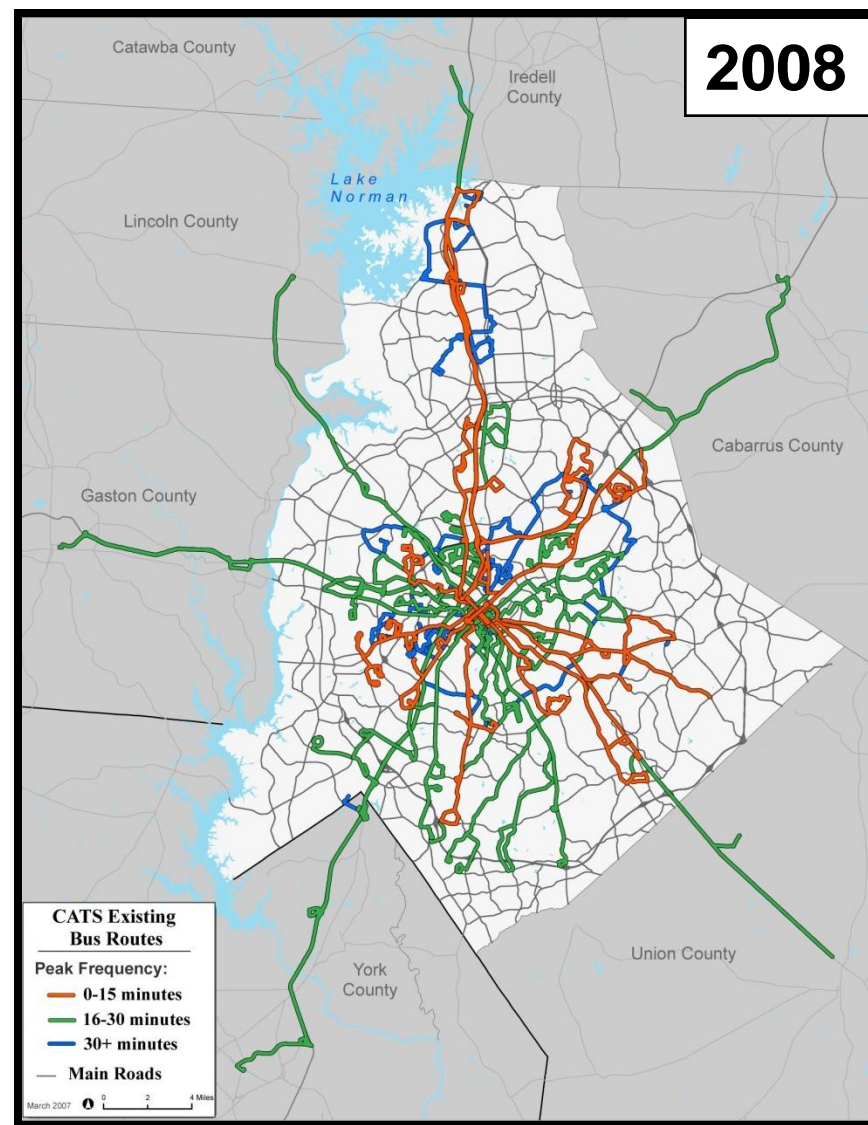
- **There has been a shift in private sector investment patterns as a result of transit**
- **TOD capitalizes on investment in existing infrastructure**
- **TOD = additional transit ridership**
- **TOD generates future tax revenues from more intensive redevelopment**
- **TOD offers choices, especially for residential land uses**

- Basically a City of Charlotte system
- Couple of express routes within Mecklenburg County
- Few neighborhood circulators
- Few customer amenities
- Limited safety/security investments



# Transit System Expansion

- Expanded Service Hours
- Greater Service Frequency
- More Routes
- Countywide ADA Service
- Regional Expansion
- Improved Safety and Reliability



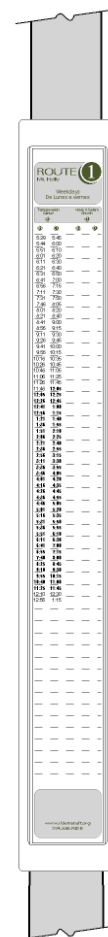
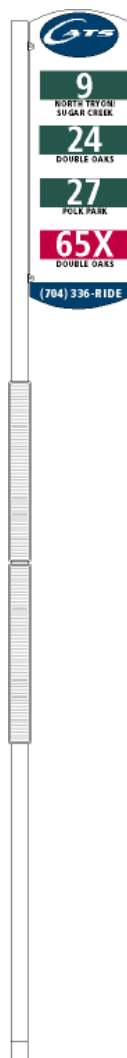
## **Making the Ride More Customer focused and Clean:**

- **100% Accessible Fleet**
- **Bike Racks on 100% of fleet ( including LRV)**
- **Cushioned and reclining seats on express routes**
- **Hybrid vehicles/ULSD**
- **Circulators**
- **Gold Rush**





# Customer Focused: Transit Amenities

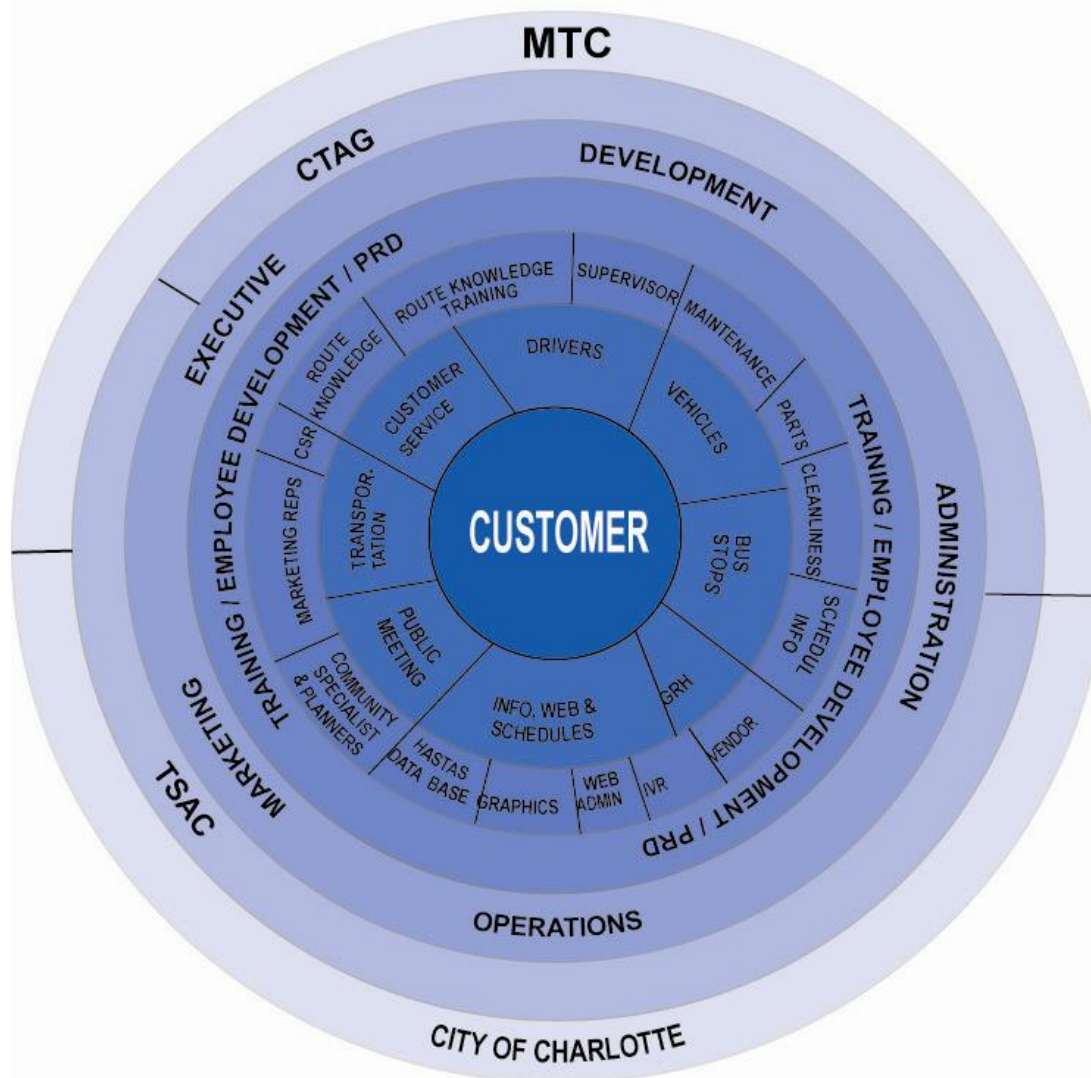


# Customer Focused: Transit Amenities



# Understanding the Customer

Wheel of Customer Service



- Annual Market Research
  - Survey Customers and Non-riders on 40 Customer service elements
  - Rated on Importance & Performance
- Conduct over 100 public meetings & transportation fairs each year
  - Obtain input and feedback to design / adjust routes
  - Educate public on services
- Organization measured on response to customer's complaints, requests and inquiries => 95% of these are responded to in 2 days and resolved in 5 days



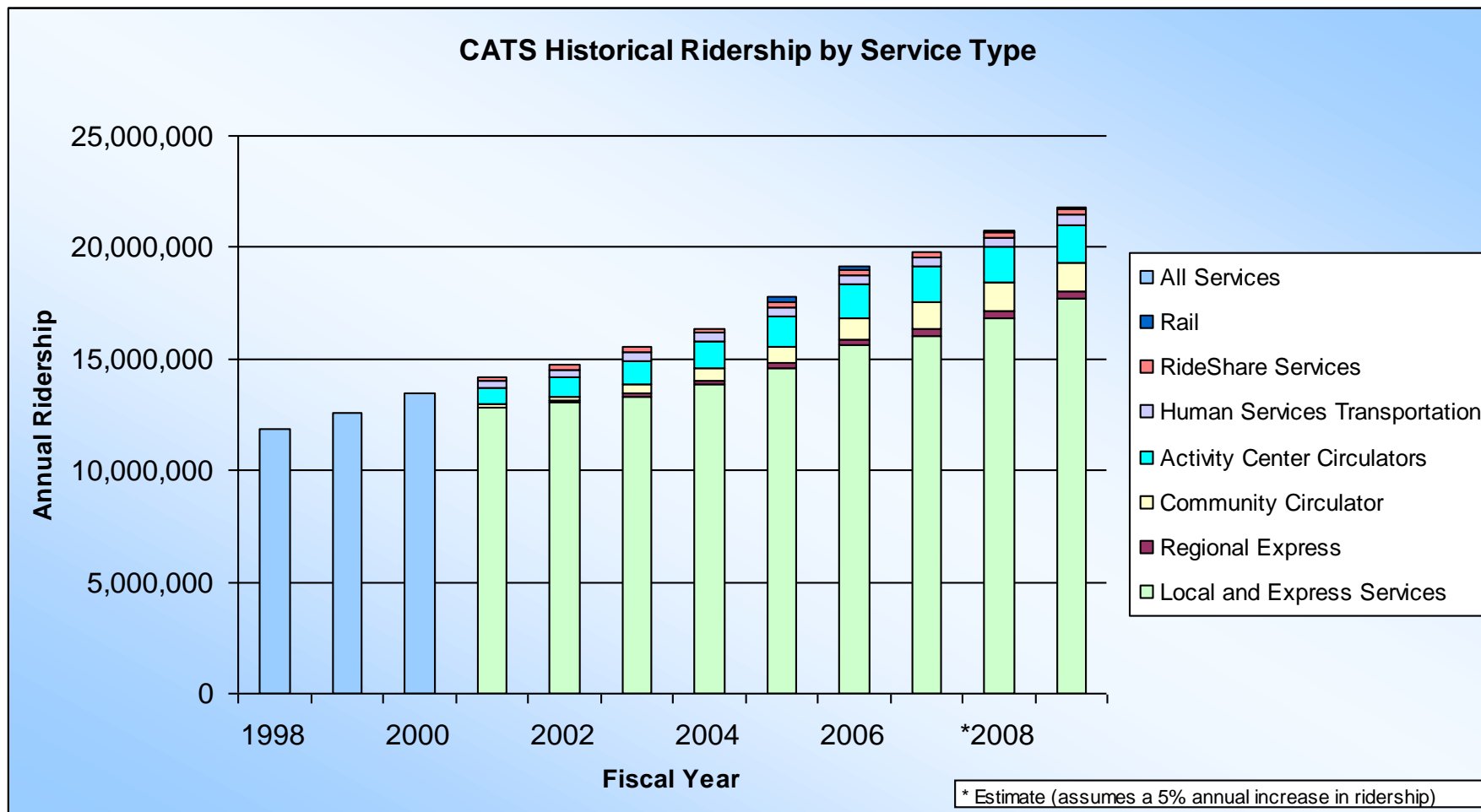
# Align the Organization

- We **Compete** for Customers
- Develop Marketing & Communications Plans, annually
  - Create awareness,
  - Communicate fulfillment of promises to citizens
  - Generate ridership
  - Manage public image (tell our story first)
- Each employees' performance includes a rating on annual ridership gains
- **CATS is a Brand**



# Since 1998 More and More Are Riding

Ridership up 67%



# Thank You

[www.ridetransit.org](http://www.ridetransit.org)